



COMMUNICATIONS MANAGEMENT PLAN

Prepared by:

Northrop Grumman Corporation



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And
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Table of Contents

1.0	Executive Summary	1
1.1	Communications Planning	1
1.2	Information Distribution	2
1.3	Performance Reporting	2
1.4	Manage Stakeholders	2
2.0	Communications Strategy	3
2.1	Media	3
2.2	Types of Information and Purpose.....	3
2.3	Communications Infrastructure	4
3.0	Meeting Guidelines	7
4.0	Escalation Process.....	10
4.1	Decision/Information Request (DIR).....	10
4.2	Issue Resolution Request (IRR).....	11
4.3	Project Change Request (PCR).....	11
	Appendix A – Organizational Chart	12
	Appendix C – Decision Authority Matrix	15
	Appendix D – Sample Meeting Agenda	16
	Appendix E – Project Control Documents.....	17



1.0 Executive Summary

Project Communications Management employs the processes required to ensure timely and appropriate generation, collection, distribution, storage, retrieval, and ultimate disposition of project information. The Project Communications Management processes provide the critical links among people and information that are necessary for successful communications. These processes include:

- Communications Planning – determining the information needs of the project stakeholders
- Information Distribution – making needed information available to the project stakeholders in a timely manner.
- Performance Reporting – collecting and reporting on project performance through status reports, progress measurement and forecasting.
- Manage Stakeholders – managing communications to satisfy the requirements of, and resolve issues with, project stakeholders.

All of these processes interact with one another throughout the life of the project

1.1 *Communications Planning*

Communications planning determines the information and communications needs of the stakeholders. This includes identifying who needs what information, when they should receive it, and how it will be provided. Identifying the information needs of the stakeholders and determining a suitable means of meeting those needs is an important factor for project success.

The communication management plan provides:

- Stakeholder communication requirements
- Information to be communicated, including format, content, and level of detail
- Person responsible for communicating the information
- Person or groups who will receive the information
- Person or groups who are responsible for making decisions
- Methods used to convey the information, such as memoranda and email
- Frequency of the communication, such as weekly
- Escalation process for resolving project issues that cannot be resolved at the staff level



1.2 Information Distribution

Information distribution involves making information available to project stakeholders in a timely manner. Information distribution includes implementing the Communications Management Plan, as well as responding to unexpected requests for information. Project information can be distributed using a variety of methods, including:

- Project meetings, hard-copy document distribution, manual filing systems, and shared-access electronic databases
- Electronic communication and conference tools, such as e-mail, fax, voice mail, telephone, video and Web conferencing, and Web publishing
- Electronic tools for project management, such as Web interfaces to scheduling and project management software, meeting and virtual office support software, portals, and collaborative work management tools

1.3 Performance Reporting

The performance reporting process involves the collection of all baseline data, and distribution of performance information to stakeholders. Generally, this performance information includes how resources are being used to achieve project objectives. Performance reporting should generally provide information on scope, schedule, cost, quality, risk, and procurement.

Performance reports organize and summarize the information gathered, and present the results of any analysis as compared to the performance measurement baseline. Reports should provide the status and progress information, and the level of detail required by various stakeholders as documented in the Communications Management plan.

1.4 Manage Stakeholders

Stakeholder management refers to managing communications to satisfy the needs of, and resolve issues with, project stakeholders. Actively managing stakeholders increases the likelihood that the project will not veer off track due to unresolved stakeholder issues, enhances the ability of persons to operate synergistically, and limits disruptions during the project. Products of stakeholder management include:

- Resolved Issues
- Approved Change Requests
- Approved Corrective Actions
- Updates to the Project Management Plan



2.0 Communications Strategy

2.1 Media

Different media forms will be used on the Interoperability Montana (IM) project for conveying information, and for communicating between project team members and project stakeholders. Face to face communication is the most effective, but is not always feasible due to stakeholders being separated geographically.

The various media to be employed by the IM project, includes:

- E-mail – E-mail will be used for normal day-to-day communication and dissemination of information. E-mail will be the media of choice for distributing documents between project team members, vendors and stakeholders. It will also be used to schedule meetings and for maintaining project calendars.
- Telephone – Conference calls will be utilized on a regular basis to conduct meetings on an as needed basis. If not scheduled on a regular basis, notification of such calls should be made at least two working days in advance of the call.
- Web Conferencing – In conjunction with conference calls, web conferencing may be used to share applications and documents such as PowerPoint, Excel and Word.
- Hardcopy – Project documents will be prepared using the Microsoft Office suite. This includes status reports, meeting agendas, site documentation, presentations, project plans, budget reports and other project documents as may be required.
- Meetings – With the exception of informal meetings, agendas should be prepared and followed for all status, board and program review meetings. For board and program review meetings, minutes should be taken, reviewed and approved.

2.2 Types of Information and Purpose

The type of information to be communicated and distributed will depend on the audience, and the purpose for which it is being conveyed. For instance, technical design documents will be of interest to the technical committee that is chartered with reviewing and approving design documents. Items regarding project progress and benefits would appeal to the non-technical stakeholder that are mainly interested on what is going on with the project, and how the end result will affect them.

The following table lists the different types and purpose of information to be communicated.



Information	Purpose
Project Status Reports	Keep all project stakeholders and team members informed of project progress. Project status is reported from the Project Team to the IM Project Manager and Program Manager, from the IM Project Manager to the IMPD, and from the Program Manager to the IMPD.
Organization Charts	To keep all project team members and stakeholders informed of the project organization hierarchy and reporting structure.
Project Plan	Provides a roadmap of project activities/tasks, timeframes, and who is responsible. It will be maintained on Project Server.
Statement of Work	Documents the scope of the project and expected deliverables.
Newsletter	A one-way communication to disseminate high-level project information relating to status, structure, roles & responsibilities, timeframes and accomplishments. This information will be included in an article as part of the monthly PSSB newsletter, Heard Across Montana (HAM)
Budget Reports	A report prepared on a regular basis documenting the status of the project budget by comparing actual expenditures against the budget and available funding.
Risk Reports	A risk assessment prepared on a regular basis documenting known risks to the project, the likelihood of the risk, the impact of the risk to the project, and the plan to mitigate each risk.

2.3 Communications Infrastructure

The communications infrastructure, or network, consists of the people and groups that are responsible for developing, distributing and receiving communications. The communications network will consist of:

- Interoperability Montana Project Directors (IMPD)



- Interoperability Montana Governance Committee (IMGC)
- Interoperability Montana Technical Committee (IMTC)
- Program Manager
- Project Managers
- Project Team Members
- Stakeholders
- Funding Stakeholders

The following table summarizes the type and level of communications for each member of the network.

Person/Group	Type/Level of Communications
IMPD	The IMPD is the highest-level communications channel for the project. This group is comprised of selected members from the consortium, and is the governing body for the state-wide radio network. The IMPD entertains recommendations from the IMGC and IMTC, and receives summary status reports on a monthly basis.
IMGC	This group also consists of consortium members, but is more organizational in nature. They are involved in monthly meetings which focus on the short and long term governance and funding issues. The IMGC makes recommendations to the IMPD.
IMTC	This group also consists of consortium members, but is more technical in nature. They are involved in bi-monthly face-to-face meetings and bi-monthly conference calls with the project manager, review and approve technical specifications submitted by vendors, review and approve technical change orders, and makes recommendations to the IMPD.
Program Manager	The Program Manager oversees the Northrop Grumman project management team and the Project Management Office (PMO). He/she meets regularly with the project team, reviews project status reports, interacts with the Project Directors, Stakeholders and Funding Stakeholders, and prepares program management review reports for the Board.



IM Project Manager	The IM Project Manager coordinates and manages all aspects of the project on a daily basis. He/she supports the facilitator of the IMTC and IMGC meetings/conference calls, coordinates activities with vendors, facilitates the disposition of vendor submitted change orders, prepares project status reports, and prepares and presents summary project status reports to the IMPD.
Project Team Members	The project team must work in an environment of open communications. They must communicate effectively between themselves, as well as with vendors and stakeholders. They prepare detailed status reports to the Program Manager and IM Project Manager, prepare required site documentation, and update the project plan with hours worked.
Stakeholders	Stakeholders include anyone that has an interest in the project. They include consortium members, DES, Homeland Security, law enforcement agencies, forest service, BLM, the tribes, and different state agencies. They should be provided information on the status of the project to include achievements, milestones met, similar efforts in other states, and project benefits.
Funding Stakeholders	Stakeholders include anyone that has a financial interest in the project. They include the State of Montana, DES, the Montana Army National Guard, and the United States Air Force. They should be provided information on the budget and status of the project to include achievements, milestones met, similar efforts in other states, and project benefits.



3.0 Meeting Guidelines

Meetings can be expensive in terms of manpower costs. However, if done properly they can be extremely productive and informative. The key is proper facilitation and preparation. Too many times meetings are conducted where no decisions are made, there is no clearly defined objective, the right people are not in attendance, and issues are discussed with no follow up or action items.

Except for impromptu and informal meetings (such as a few people getting together to discuss a site issue), there should be an agenda that :

1. States the meeting title
2. States the date, time and location
3. Identifies any handouts
4. Identifies the facilitator
5. Identifies the scribe (optional)
6. Lists invitees
7. States the meeting objective
8. Lists the topics of discussion

In some instances timeframes for each may be stipulated to ensure the meeting stays on track, and finishes on time. If the meeting is used for reporting purposes, it is advisable to mention the presenters name next to the topic. In all cases, it is good practice to have a “Wrap Up” topic as the last thing on the agenda prior to adjournment to review action items, and if applicable, schedule the next meeting. More formal meetings that require quorums, and that are primarily strategic and decision making in nature, should include approval of previous meeting minutes.

The following table summarizes the meetings that can be expected with the IM project.

Meeting	Facilitator	Purpose	Frequency
Status Meeting	IMPD Chair	Report on project progress, resolve project issues, approve change orders, review and establish project strategies, provide direction to and act on	Monthly



		recommendations from the IMGC and IMTC, approve meeting minutes.	
Project Team Meetings	Program Manager	Discuss individual status', project issues, assignments, and strategies.	Weekly
Program Review	Program Manager	Formal report of project progress and responsibilities. Done as a quality assurance activity.	Bi-monthly
PSSB Coordination Meeting	PSSB	Discuss project issues, status and lines of responsibility.	Weekly
DES Coordination Meeting	DES	Discuss project issues, status and lines of responsibility specific to DHS funding requirements.	Monthly
IMGC Meeting	IMGC Chair	A forum to discuss the short and long term organization and governance of the IM project and the IM system when implemented. Formulates recommendations to the Board.	Monthly
IMTC Meeting	IMTC Chair	A forum to discuss the technical aspect of the project to include design, frequencies and change orders. Formulates recommendations to the Board.	Monthly



IMTC Conference Calls	Project Manager	To discuss technical and design issues, along with vendor submitted change orders, between the monthly meetings.	Monthly
Vendor Conference Calls	Project Manager	Periodic discussions with vendors and contractors to review site status', and progress against the project plan.	As Required



4.0 Escalation Process

Every reasonable effort will be made to resolve project-related issues at the staff level. Items that involve day-to-day activities, can normally be addressed by the project team itself. However, there will be instances where the item in question is outside the decision making authority of the project team, or others at the staff level. Additionally, some items may cross agency or department boundaries, thereby requiring intervention by upper project management. Decision making authority is documented in Appendix C – Decision Making Authority.

4.1 *Decision/Information Request (DIR)*

Project-related issues will be initially documented through a Decision/Information Request (DIR). This tool is used when there is a need to have a written decision made or validated by the IMPD, or when additional information or clarification is required to proceed with a particular activity.

The lack of information or a decision can have a major impact on the productivity of the project team. It is important to document the request on a form so that program management can easily understand what is being requested, evaluate a recommendation, be aware of the impact and track the timeliness of the resolution, as well as the decision itself. Responses to DIRs generally are expected within five (5) to ten (10) working days, though by their nature, some will require more time (i.e., federal agency clarification of a policy issue). The overall objective in using DIRs is to put forth a question or decision that can only be addressed by the IMPD and that needs to be answered in a timely fashion for the program to run smoothly.

The DIRs will be tracked by using a Decision/Information Request Log. This log contains a one-line entry for each request. It provides Northrop Grumman and IM management with a quick reference to issues awaiting action and the dates the information and/or decisions are required to maintain the current schedule. This log will be attached to every monthly status report, and will be discussed at the regularly scheduled status meetings. A sample project DIR form is shown in Appendix E – Project Control Documents.



4.2 Issue Resolution Request (IRR)

During the course of the project, it is inevitable that any number of issues will arise. Such issues must be dealt with quickly and efficiently to mitigate their effect on the project. Many such issues can be addressed at the project management level, and others must be escalated. Issue resolution is most successful as a team effort. Issues are handled best if they are documented and remain visible until their resolution. Northrop Grumman will document and track issues as they arise.

An Issue Resolution Request (IRR) will be completed documenting the nature of the issue, impact of the issue, required response dates, person responsible for the issue resolution and recommended response, as appropriate. The issues will be raised for resolution immediately to the IM Executive Board and IM Executive Director. IRRs will be reviewed at the regularly scheduled status meetings and will be addressed in the monthly status report. The issues will be reviewed regularly until resolution is reached. IRRs will be tracked using an IRR Log maintained by the IM Project Manager. The log will contain a one-line entry for each IRR. It provides project management staff with a quick reference to the outstanding issues, as well as a summary of the issues previously resolved. This log will be attached to the monthly status report and will be discussed at the regularly scheduled status meetings. A sample Issue Resolution Request Form is shown in Appendix E – Project Control Documents.

4.3 Project Change Request (PCR)

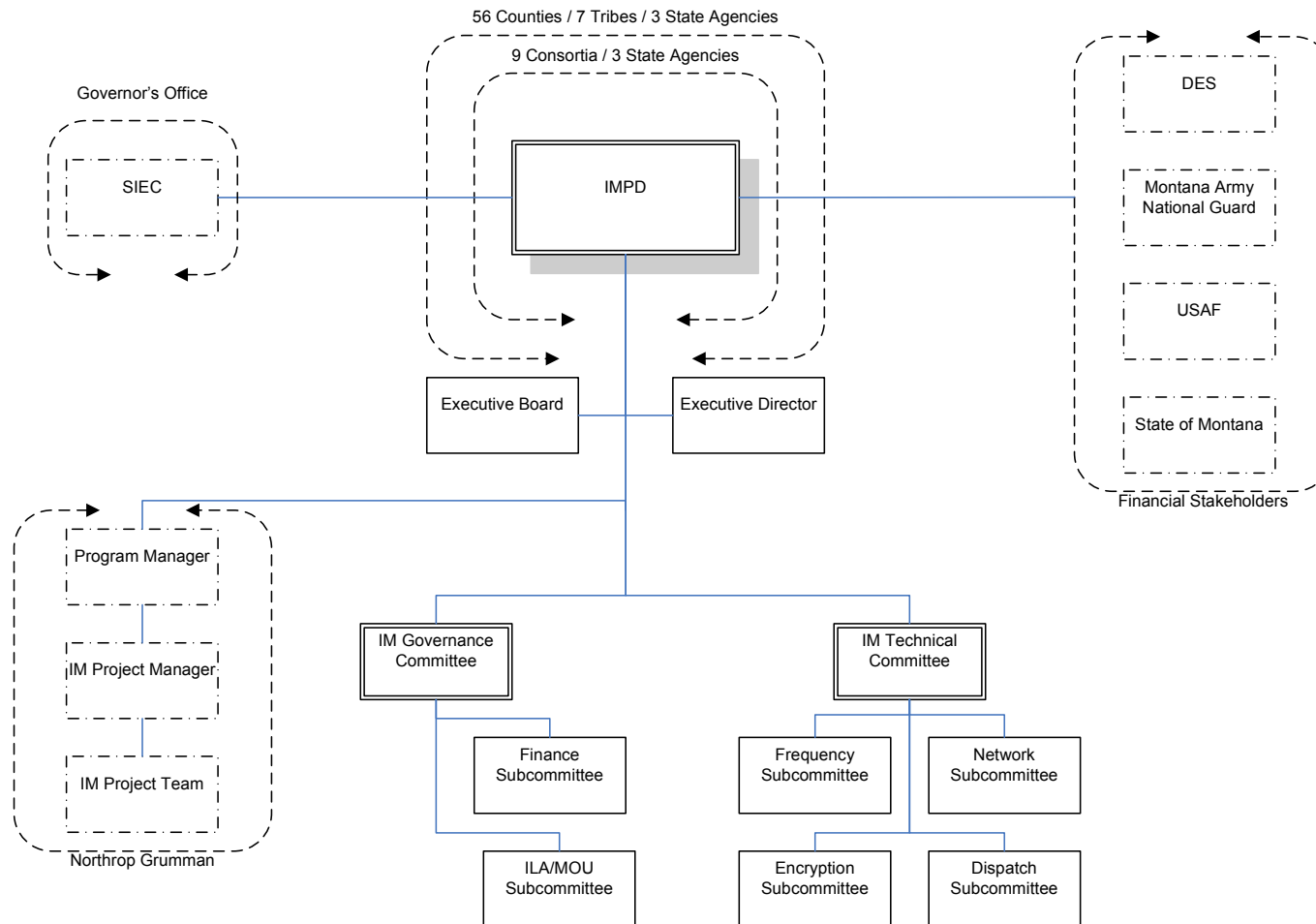
A Project Change Request (PCR) will be issued when Northrop Grumman and the IMPD mutually agree that work, over and above the contract level, needs to be accomplished. In such cases, Northrop Grumman will develop a PCR that includes:

- A reason for the change
- A description of the work to be accomplished
- An estimate of the level of effort required
- Any ramifications or impacts that performing the change may have on the IM project contract services, application software, schedule, staffing, or production costs.

The estimated costs required for such services will be based on a negotiated time and materials rate. A sample PCR is Form is shown in Appendix E – Project Control Documents.



Appendix A – Organizational Chart





Appendix B – Communications Matrix

Communication	Audience	Objective	Originator	Frequency
Team Status Report	Team Members	Informs all team members of work being done, accomplishments and project concerns.	NGC Team Members	Weekly
IM Status Report	Directors	A report summarizing accomplishments, status, issues, and items needing attention.	Project Manager	Monthly
IM Budget Report	Directors	Compares actual expenditures against what was budgeted, and funds remaining. Used to track and monitor the project budget.	Project Manager	Monthly
Program Review Report	DES/Directors	Includes findings from the program QA review.	Program Manager	Bi-monthly
IM Project Plan	Project Team, DES, Directors	The plan for the project that provides tasks, timeframes, and responsibilities. It is created at the start of the	Project Manager	Project start & updated as required



INTEROPERABILITY MONTANA

Communications Management Plan

		project and is used to track time against project activities.		
Newsletter	All Stakeholders	A periodic release of project information as it relates to milestones achieved, status of the project, and benefits of the new system. Will be an article in the PSSB newsletter.	PSSB	Weekly



Appendix C – Decision Authority Matrix

Decision	SIEC	IMPD	IMPD Executive Board	IMPD Executive Director	IMTC	Funding Source	Project Management	County / Tribe	Contractor
Funding Allocation	Notified	Approval	N/A	Recommend	Recommend	Approval	Notified	Recommend	Notified
Tower Site Selection	Notified	Approval	N/A	Approval	Recommend	Notified	Notified	Recommend	Notified
Technical Designs	N/A	N/A	Notified	Approval	Approval	Approval	Notified	Notified	Approval
Project Schedule	Notified	Approval	N/A	Recommend	Recommend	Notified	Recommend	Notified	Recommend
Site Construction Inspection	N/A	N/A	Notified	Notified	Approval	Notified	Notified	Notified	Notified
Contract Design Change	N/A	N/A	Notified	Approval	Approval	Approval	Notified	Notified	Approval
Contract Schedule Change	N/A	Notified	N/A	Approval	Approval	Notified	Approval	Notified	Approval
Contract Amount Change (under \$100,000)	N/A		Notified	Approval	Approval	Approval	Approval	Notified	Approval
Contract Amount Change (over \$100,000)	N/A	Approval	N/A	Recommend	Recommend	Approval	Recommend	Notified	Approval



Appendix D – Sample Meeting Agenda



Meeting Agenda

TOPIC: Radio Team Meeting

Date:

Time:

Location:

Handouts:

Attendees:

Facilitators:

Agenda

- Meeting Objective
- Topic 1
- Topic 2
- Topic 3
- Other Issues
- Wrap-up
- Adjourn



Appendix E – Project Control Documents



Decision/Information Request (DIR)

Client Name:	IMPD
Project Name:	Interoperability Montana
Project Phase:	Implementation
Project Manager:	Mark Adams

Request Title:	
Request Number:	
Date Issued:	
Date Required	

Description of Decision / Information Requested:	
Recommendation:	
Impact of Recommendation:	

Person Responsible:	Cheryl Liedle, IMPD Chair
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Decision Reached:	
Date of Decision:	

Northrop Grumman Manager	IMPD Chair
Name: Mark Adams	Name: Cheryl Liedle
Signature:	Signature:
Date Signed:	Date Signed:

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Issue Resolution Request (IRR)

Client Name:	Interoperability Montana Project Directors
Project Name:	Interoperability Montana
Project Phase:	Implementation
NG Project Manager:	Mark Adams

Request Title:	
Request Number:	
Date Issued:	
Date Required:	

Description of Issue:	
Recommendation(s):	
Impact of Recommendation(s):	
Additional Responsible Persons:	
Cross Reference(s):	(SIR #, DIR #, or PCR #, as appropriate.)

Description of Attachments:	
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Issue Resolution:	
Date of Resolution:	

NG Program Manager	IM Project Director
Name: Denny Espeland	Name: Cheryl Liedle
Signature:	Signature:
Date Signed:	Date Signed:
IM Executive Director	DES
Name:	Name: Dan McGowan
Signature:	Signature:
Date Signed:	Date Signed:

**NORTHROP GRUMMAN**

Project Change Request (PCR)

Client Name:	Interoperability Montana Project Directors
Project Name:	Interoperability Montana
Project Phase:	Implementation
Project Manager:	Mark Adams

Request Title:	
Request Number:	
Date Issued:	
Date Required	

Reason for Change:
Description of Change:
Cost Estimate:
Ramifications:

Approved:	Rejected:	Pended:	Deferred:
Reason for Rejection or Deferral:			

Northrop Grumman Manager	IMPD Chair
Name: Jim Arndell, Contracts Manager	Name: Cheryl Liedle
Signature:	Signature:
Date Signed:	Date Signed:

IM Executive Director
Name:
Signature:
Date Signed: